10 April 1973

MEMORANDUM FOR: Director of Personnel

SUBJECT   : Investigating and Sharing Personnel Approaches

REFERENCES   : A. Memo for Mr. William E. Colby fr D/Pers dtd 21 Feb 73,
                      subj: Policies and Procedures in Separate Components
                      Applicable Elsewhere

                  B. Memo for Ex/Dir-Compt fr MAG, subj: Policies and
                      Procedures in Separate Components Applicable Elsewhere

STATINTL   C. Bulletin [   ] dtd 12 Jan 73, subj: Review of
                      Agency Systems for Evaluation of Personnel Management

1. You advised Mr. Colby in Reference A that the Office of Personnel
will use its access channels to the components in order to identify and
share successful personnel management practices that are in use throughout
the Agency. Mr. Colby said "okay" and asked us to hold a yearly "show and
tell" to publicize results and generate some action.

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2. MAG, indicated in Reference B, that it was collecting additional
material for a sequel. According to [   ] MAG is presently
focused on other matters, and she doesn't anticipate an early revival of
its interest in this subject.

3. I thought we would start action on a pilot basis; assimilate
initial findings; establish a modus operandi; and then schedule surveys
throughout the Agency as time permits. We expect to keep the process simple
by talking initially to personnel officers and using a series of questions
that have been formulated by Plans Staff. We may or may not use a tape
STAT   recorder, although we are tempted to do so, because of [   ] success
with it in preparing his oral history. We will routinely ask the same
questions and systematize our notes to facilitate comparisons and analysis
later on. After we develop a routine, we hope to share and integrate the
job with activities of PMCD.

4. The thrust of our efforts will be to develop a better picture of
personnel program effectiveness, in order to help the components and career

services. We plan to stay clear of personnel evaluation in the negative sense during the first go-around. After confidences are gained, we want to move into other aspects of a personnel evaluation program, perhaps next year. As you noted in Reference C, the APP and PDP are parts of an overall personnel evaluation program. Also related are this project and others, such as MBO and the proposed future development of personnel guidances (for use by components in annual planning and goal-setting).

5. We would like fairly soon to start the pilot phase in about four components, within two or three of the Directorates. Possibilities are OCI, OL, NE and OEL.

6. In view of Mr. Colby's support of our project, I do not foresee any difficulty in talking to personnel officers and support officials, but I believe it would be helpful if the Operating Officials heading the components were told in advance of our arrival to make sure they realize we are trying to help, not investigate, them. Accordingly, I would appreciate your contacting the Heads of the four Offices indicated in this paper, or any others in lieu of those suggested, to acquaint them of our plans and gain their endorsement. For your reference, there are attached Mr. Colby's note on support of the project and a list of representative items of proposed coverage in our survey.

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Chief, Plans Staff

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